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Dear Duane,

3Ts Full Business Case

The 3Ts business cases describe the very significant challenges our staff face in providing care from such cramped, outdated and functionally unsuitable estate. This includes the lack of appropriate non-clinical/support and teaching accommodation. The recent Care Quality Commission inspection and 2014 PLACE (Patient-Led Assessments of the Care Environment) audit highlighted the direct impact this is having on the quality and safety of patient care and patient satisfaction.

In addition, such poor accommodation inevitably impacts on recruitment and retention, morale and staff engagement. There is good evidence nationally/internationally (eg. the 2009 *Engaging for Success* report) that this in turn impacts a range of organisational success measures, including productivity, patient satisfaction and clinical outcomes. The 2012 King's Fund analysis of national NHS Staff Survey data found that an increase of one standard deviation in levels of staff satisfaction was associated with a 2.4% drop in patient mortality.

Of particular note:-

- The redevelopment will significantly improve the working and learning environment for staff. This will improve patient experience directly, and I am confident that by improving staff engagement it will also indirectly benefit patient outcomes. Both elements are reflected in the 3Ts Benefits Realisation Plan and associated evaluation measures.
- The 3Ts Communication & Engagement programme has involved a large number and wide range of staff since we began the planning in 2008. Harnessing the experience and ideas of frontline staff will have improved the quality of the design and functional suitability, and in addition contributes to overall staff satisfaction/engagement. This approach is entirely consistent with the new Trust Values & Behaviours blueprint.

- I can also confirm that workforce planning for 3Ts is aligned with (and is indeed a subset of) the Trust-wide Workforce Plan, HR/People Strategy and with the Trust (and wider Health Education Kent, Surrey & Sussex) approach to recruitment and retention. The recent establishment of a corporate Trust Directorate of Strategy & Change will also ensure that operational planning for 3Ts is progressed as a mainstream activity as we move towards the expected opening of Stage 1 in 2019/20.

As Operational Director of HR, I am therefore pleased to fully endorse the 3Ts Full Business Case and the redevelopment plans.

Yours Sincerely

A handwritten signature in cursive script that reads "Helen Weatherill".

Helen Weatherill
Operational Director of HR